

STRATEGIC MANAGEMENT

Degree(s):	Management
Type:	Compulsory course unit
Curricular year/semester:	3rd year / 2nd Semester
ECTS / hours per week:	6 ECTS / 4.0 Hours
Workload per Week:	2Theoretical x 1Hour +1Practical x 2Hours
Teacher responsible:	Professor Luís Filipe Nunes Coimbra Nazaré

OBJECTIVES

- Framing of Strategy in the Business Management domain;
- The importance and mental discipline of strategic thinking;
- The grasp of analytical tools? External and internal context;
- Strategizing: flexibility for producing the right strategic choices;
- Learning the key variables for a sound strategic implementation;
- Focus and application cases: how to decide and proceed.

PROGRAM

1) Scope and meaning of the Strategy concept

- Historic and scientific background
- Competitiveness and Strategy (constructs and links)
- Main dimensions and strategic decision levels

2) Inputs and strategic analysis

- General context, industry and competitive levels (strategic groups)
- Internal analysis, value chain and distinctive competences

3) *Strategizing* – Formulation and Dynamics of Strategy

- Corporate strategy and portfolio management
- Business strategy, competitive dynamics and strategic marketing
- Strategies of organic transformation
- Diffusion strategies: acquisitions, internationalization, cooperation

4) Strategic implementation

- key factors
- governance, ethics and structure
- culture, leadership and entrepreneurship

BIBLIOGRAPHY

Recommended Bibliography:

- Ireland, Hoskisson, Hitt, The Management of Strategy (11th Ed, 10th Ed, 9th Ed) - Concepts and Cases , SouthWestern - Cengage Learning, 2014, 2013, 2012

Optional Bibliography:

- De Wit, Meyer, Strategy - Process, Content, Context (4th Ed.) , Southwestern, 2010
- Wheelen, Hunger, Strategic Management and Business Policy (11th Ed.), Pearson, 2008
- Robalo Santos, Gestão Estratégica - Conceitos, modelos e instrumentos, Escolar, 2008